

COLLINS CENTER UPDATE

A Center for Strategic Leadership and Development Newsletter

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CSLD – Expanded Name Reflects Expanded Mission Set

*“What’s in a name? That which we call a rose
By any other name would smell as sweet”¹*

As part of an ongoing broader reorganization of The U.S. Army War College to become “the Army’s Center for the Strategic Art and Strategic Leadership Development,”² the Center for Strategic Leadership has transitioned into The U.S. Army War College’s Center for Strategic Leadership ***and Development***. And, although the world’s perhaps most famous Bard may be correct about the name of a flower not affecting its scent, there is actual significance to the addition of the words “and Development” to CSL’s former name. Not a simple matter of semantics, changing CSL to CSLD reflects a serious organizational and mission-focus transformation, intended by the War College leadership to make more efficient use of available resources while simultaneously enabling both CSLD as a subordinate entity, and The Army War College as a whole, to make broader and deeper contributions to the Army and the Nation in the uncertain strategic environment of the years ahead.

The U.S. Army War College CSLD’s new mission statement is:

To develop senior leaders and support the strategic needs of the Army by:

- Educating senior military and civilian leaders on Landpower at the operational and strategic levels;
- Developing expert knowledge & solutions for the Army’s Operating and Generating Forces;
- Conducting research activities, strategic exercises and strategic communication.

As had previously been the case with CSL, key to the capability of CSLD remains our ability to develop and implement solutions using the project team concept. CSLD has the ability to pull together regional and/or functional teams including core CSLD personnel, other members of The United States Army War College, contractors, think tanks, academic institutions and other Joint, Interagency, Intergovernmental and Multinational organizations. This project team concept allows us to develop a team, accomplish a mission, and then change the team based upon new requirements. The streamlined (25% reduction in personnel) CSLD organizational structure is shown on the next page.

The newly organized Department of Senior Leader Education and Training (SLET) has primary responsibility for the CSLD mission task of educating senior military and civilian leaders on Landpower at the operational and strategic levels, while the newly organized Department of Landpower Concepts, Doctrine and Wargaming (LCDW) has primary responsibility for the expanded mission task of developing expert knowledge and solutions for The Army. The Department of Technology Integration retains the mission task of enabling Collins Hall as an education center and high technology laboratory to apply modern information-age technology to strategic-level decision making via wargames, simulations,

1. William Shakespeare, *Romeo & Juliet*, circa 1600.
2. MG Anthony Cucolo, U.S. Army War College Commandant, October 2012.

INSIDE THIS ISSUE

- **CSLD - Expanded Name Reflects Expanded Mission Set**
- **Senior Leader Seminar (SLS) Course 12-02**
- **Strategic Leader Staff Ride Program 2012**
- **Initiation of “Quick-Turn” Wargame Concept**
- **Combating Terrorism Seminar at the Romanian National Defense University**
- **Military Strategy Review: Building Capacity in the Armed Forces of Niger**
- **Mil-to-Mil Activities with the Polish Land Forces: Joint Fires Symposium**

*This and other CSLD publications can be obtained free of charge online at:
<http://www.csl.army.mil>.*



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conferences, seminars, and activities reflective of either educational and operational settings. All three departments share responsibility for the CSLD mission task of conducting research activities, strategic exercises and strategic communication. In addition, specifically identified teams from the three departments establish and sustain habitual relationships with all the Geographic Combatant Commands (especially their Army and USMC subordinate component command elements); CSLD thus acts as the core U.S. Army War College Land Power Liaison Center with the Joint Force.

Within SLET, key specific functions of the subordinate divisions include:

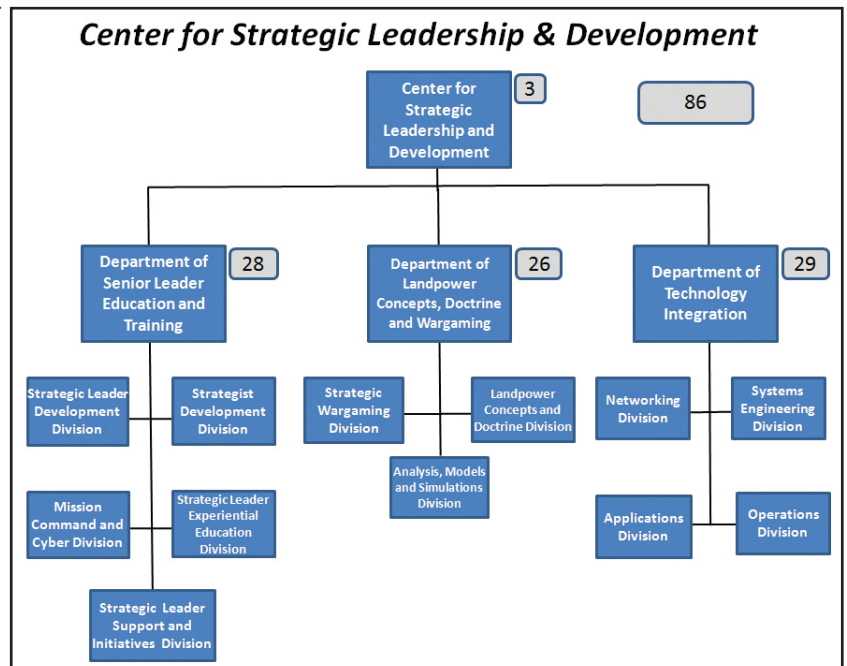
- Strategic Leader Development Division: Serves as the lead in support of the U.S. Army War College mission to serve as the Chief of Staff, Army's Executive Agent for the Joint Flag Officer Warfighting Course (JFWOC); prepares and conducts the Combined/Joint Force Land Component Commander courses (C/JFLCC); prepares and conducts the Senior Leader Seminar (SLS) course; prepares and conducts the Senior Leader Staff Ride (SLSR) program; and represents the U.S. Army War College to provide C/JFLCC input and perspective in the U.S. Air War College's Combined/Joint Force Air Component Commander (C/JFACC) courses.
- Strategist Development Division: Prepares and conducts the Basic Strategic Arts Program (BSAP) course; establishes and supports pronency activities for Functional Area 59 (Strategist).
- Mission Command & Cyber Division: Maintains and operates strategic and joint command, control, communications, computers, intelligence, surveillance, and reconnaissance interfaces for operational and academic use.
- Strategic Leader Experiential Education Division: Develops and conducts the International Fellows Strategic Crisis Negotiation Exercise (IFSCNE) in support of the U.S. Army War College resident and distance education curricula; develops and conducts the International Strategic Crisis Negotiation Exercise (ISCNE) as part of U.S. Army War College academic outreach to international relations and diplomacy programs at elite universities and national security think-tanks; develops and conducts the Joint Land, Air, and Sea Strategic Exercise (JLASS-EX) elective course and exercise as lead agent for and in concert with other Senior Service Colleges.

Within LCDW, key specific functions of the subordinate divisions include:

- Strategic Wargaming Division: Develops and executes experiential learning activities related to geopolitical and strategic military decision making; conceptualizes, develops, and prepares scenarios that support strategic-level experiential learning events; serves as the lead in support of analytical war gaming in support of the Headquarters, Department of the Army, Staff.
- Landpower Concepts and Doctrine Division: Develops, reviews, and provides editorial feedback on Joint and Army concepts and doctrine that impact strategic leaders and their organizations; reviews and inputs to Army force structure development; in coordination with the U.S. Army War College Peacekeeping and Stability Operations Institute, reviews stability and peace operations doctrine and assists in shaping both military and interagency policy.
- Analysis, Models, and Simulations Division: Conceptualizes, develops, and delivers automated applications, tools, and scenarios to support strategic-level experiential learning events; integrates real-world systems and tools into experiential education activities; provides general support operations research to the U.S. Army War College.

As we fully implement the transformation to The U.S. Army War College Center for Strategic Leadership and Development, we anticipate retaining all previously existing external relationships, even as we will seek to enlarge that network to an even broader audience of military, interagency, and academic organizations, entities, and individuals knowledgeable of, or concerned with, CSLD's expanded mission areas.

For further information on The U.S. Army War College Center for Strategic Leadership and Development and its activities, please see our web presence at: <http://www.csl.army.mil/>.



Senior Leader Seminar (SLS) Course 12-02

**Professor Alan G. Bourque and
Professor Jim Shufelt**
*Department of Senior Leader
Development, CSLD*

The Center for Strategic Leadership and Development (CSLD) at The U.S. Army War College recently conducted the latest iteration of the Senior Leader Seminar (SLS) course. Designed to achieve the intent of the U.S. Army's Leader Development Program (ALDP) Initiative for enhanced senior leader development, the SLS 12-02 course was executed from 23-28 September 2012 in Collins Hall, The U.S. Army War College's focal point for senior strategic leader development and wargaming solutions to national strategic issues for the U.S. Army.

The primary objective of the SLS program is to help achieve Army Leader Development Strategy Imperative 8: "Prepare select leaders for service at the national level." The 'select leaders' in this case were senior colonels (post-MEL1), senior noncommissioned officers, and senior Department of the Army (DA) and Interagency federal civilians.

A total of 95 Army leaders attended the course – 68 active and reserve component colonels, 13 GS-15 DA civilians, 8 Interagency civilians from various federal departments and 6 senior Command Sergeants Major/Sergeants Major invited by the Sergeant Major of the Army. These leaders are either recently assigned to or designated for assignment to key positions as advisors or staff officers for general officers or senior civilian leaders throughout the federal government.

The secondary objective of the course was to provide talented Army colonels and civilians with an opportunity to raise issues and concerns to TRADOC and Army leadership. The tertiary



**General Ray Odierno, 38th Chief of Staff
of the U.S. Army speaks on Army Issues
and Future Direction**

objective of the course was to provide a venue for advancing Army leaders to network and expand or establish relationships with one another.

The course employed an adult education model to achieve its goals, offering 15 keynote presentations and six elective courses by a total of 23 subject matter experts, followed by extended question and answer periods. After the plenary sessions, attendees broke out into seven seminars of 13-14 people each for additional dialogue facilitated by War College faculty.

The SLS Course provided two distinct opportunities for the participants to offer formal feedback. Throughout the course, participants evaluated and commented on each block of the program, grading each presentation's methodology, applicability and success in contributing to meeting course learning objectives, purpose and intent; retention potential; and whether or not

the course would continue to benefit from engagement with the speaker.

At the end of the program participants assessed the program in a broad-based after action review survey. In addition to the elements evaluated in the block surveys, participants assessed administrative facilitation of this program; support provided by the SLS web page on the Senior Leader Development (SLD) HQDA website; the facilitation and enhancement of the program by Collins Hall services and facilities; and whether the SLS experience was a worthwhile investment of their time.

The response to the SLS program was overwhelmingly positive. In responding to the survey query of course value and overall satisfaction with it, respondents "strongly agreed" that the SLS program should continue. One respondent provided a typical response: "Course is on the right path...is needed... has helped me get 'recalibrated' on challenges facing the Army and has given me good insights as I begin a new job in the Pentagon. Very well run!"

Attendee feedback clearly demonstrates continued strong support for the program. Attendees viewed the course as a very positive step by the Army to enhance their professional development and prepare them for service in difficult and demanding duty assignments.

LTG (Ret.) David Barno served as the Senior Facilitator for the course. In addition to helping establish relevance and expand upon points made by course



Lieutenant General (Ret.) David Barno

speakers, he offered numerous strategies on how students may continue their self development and study of the strategic issues. He also provided his own assessment of the course. In his view, "The seminar met its overall objective. Clearly there is merit in continuing to reach and impart strategic knowledge to a targeted audience of officers and civilians."

The CSLD anticipates that growing awareness of the program will foster even greater demand for participation. The National Guard Bureau and Office of the Chief of Army Reserves, who participated in the course, continue to endorse participation by their components. Furthermore, HQDA-SLD and Army G3/5/7, who did an excellent job of identifying and inviting the right leaders for whom this course was designed, are eager to continue meeting participation objectives. Finally, our inaugural contingent of interagency civilians lauded the execution and value of the SLS course and plan to recommend continued support to their superiors in their respective agencies.

"The Senior Leader Seminar addresses a gap, recognized by the Army's strategic leadership, in the career-long development of senior leaders following their Senior Level College experience," said Major General Tony Cucolo, The Army War College Commandant. "Developed as a complement to the Army's Strategic Leader Development Program for general officers, the seminar provides an opportunity to gain knowledge, insights, skills, and abilities to successfully navigate the volatile, uncertain, complex and ambiguous terrain you are entering."

The course continues to demonstrate its viability as a cost-effective way to meet these needs and adds tremendous value to the Army. Many attendees expressed genuine appreciation for the Army leadership's commitment to leader development and for allowing them this opportunity to grow.

Strategic Leader Staff Ride Program 2012

Colonel Barry Di Ruzza

Department of Senior Leader Education and Development, CSLD

The U.S. Army War College's Strategic Leader Staff Ride (SLSR) program is in full swing for 2012 having hosted 7 participating organizations since opening the season in April. The SLSR is a focused interaction between Army strategic leaders and key leaders from business, academia, and government,



and is coordinated by the The U.S. Army War College's Center for Strategic Leadership and Development in direct support of the Secretary and Chief of Staff of the Army's Strategic Communication efforts. Consistent since its beginning in 2003, the program's objectives are to increase awareness and to exchange insights on the most important strategic issues

facing today's Army. In addition, the staff ride fosters mutually beneficial, long-term, professional relationships and exchanges.

Since 2003, The U.S. Army War College has conducted over 100 staff rides with over 1,900 senior leaders of business, academia, and government, the vast majority of whom are senior-level decision makers in their respective organizations. The SLSR is typically conducted over two days and includes a one-day "staff ride" of the Gettysburg battlefield followed by a day of seminar

discussions at Carlisle Barracks, Pennsylvania. During the conduct of the program general officers, senior civilians, and resident students aid in communicating current Army issues to these prominent leaders in America.

Tufts University's Fletcher School of Law and Diplomacy kicked off the 2012

season in early April with 22 participating graduate students enrolled in the International Security Studies Program, including two U.S. Army War College Fellows. The Fletcher School prepares students for policy positions within national security organizations and, after a stimulating staff ride to Gettysburg led by Colonel Eric Ashworth, several students expressed how



Deloitte executives walk Pickett's Charge in the rain on the Gettysburg Battlefield

valuable this leader development experience will be in preparing them to serve at the national level in the future.

During the last week of April, The War College hosted the Ohio State Highway Patrol. Although the Ohio State Highway Patrol is a division of the Ohio Department of Public Safety and is the official highway patrol agency of Ohio responsible for providing roadway patrol and emergency response to all public lands in Ohio, they are also responsible for investigating crimes which occur on state property, and provide security for the Governor and other dignitaries. Superintendent Colonel John Born along with 11 senior patrol officers joined The Army War College staff, faculty, and students in a three-day program. Dr. Paul Jussel led the group on a thought provoking staff ride, while Colonel Steve Sobotta and Dr. Craig Bullis facilitated seminars on "Developing Strategic Leaders" and "Leading and Managing Change" respectively. The group was also fortunate to have MG Anthony Cucolo, the incoming Commandant, accompany them for the duration of the program, and he provided valuable senior leader insight and engagement.

Beginning in May, Deloitte LLP participated in back-to-back SLSRs. With over 182,000 staff at work in more than 150 countries, delivering audit, tax, consulting, enterprise risk, and financial advisory services, Deloitte is the largest private professional services organization in the world. Deloitte has chosen to institutionalize the SLSR program as one of several elements contained within their intensive leader development process. Ms. Carol Larson, Senior Client Partner, led 17 professionals from 11 different states in mid-May; and Mr. Steven Sprinkle, Lead Client Service Partner, brought along 15 Partners from 12 different states, Canada, India, and Japan in mid-June. Each staff ride was expertly led - in May by Professor Jef Troxell, and in June by Professor

Len Fullenkamp. The June event was additionally enhanced by insights from LTG (Ret) Tom Rhame, Vice President AUSA and President of the Army War College Foundation, and by MG Wesley Craig, The Adjutant General for the State of Pennsylvania, who participated as senior mentors. Both groups enjoyed seminars on "Senior Leader Development and Resiliency," facilitated by Dr. Tom Williams, and on "National Security Issues," led by Dr. Jim Helis.

Informed by their participation in several successful engagements with The U.S. Army War College over the years, the Boston Consulting Group again selected the SLSR as a capstone team-building and leader development experience for one of their clients, the CSX Corporation. CSX is one of the nation's leading rail-based transportation suppliers with a network of about 21,000 route miles of track in 23 states as well as in the Canadian provinces of Ontario and Quebec. Mr. Oscar Munoz, Executive Vice President and Chief Operating Officer, and 13 of his assistant vice presidents and chief engineers participated in the event. In addition to an increased understanding of the Army, the group took away with them several strategic leadership lessons, including the importance for leaders to adapt their leadership style as new subordinates develop, to clearly communicate their vision and intent, and to consider the impact that personalities can have at the strategic level. The visit was superbly supported by The U.S. Army War College faculty, namely Dr. Paul Jussel and Dr. Tom Williams.

With the arrival of August came the return of another company familiar to Carlisle Barracks. Mr. Frank Sullivan, Chairman and CEO of RPM, invited 19 senior company members, including 3 Presidents, 7 Vice Presidents, and 3 Directors from 8 different states, Poland, Spain, and Italy and join him in what has evolved into their annual

SLSR experience. RPM International is a multi-billion dollar corporation that specializes in coatings and sealants. In addition to presentations and seminars from familiar faculty, such as Drs. Bullis and Williams, they were joined by BG Henry Huntley, Deputy Commanding General, U.S. Army Recruiting Command, as a senior Army leader who shared his thoughts on leadership and the Army.

CSLD closed out the quarter hosting the Packaging Corporation of America (PCA), another returning corporation to the SLSR program. Employing approximately 8,300 people nationwide with \$2.6 billion in net sales for 2011, PCA is the fourth largest U.S. Corporation of its kind, producing 2-plus million tons of containerboard annually from its four mills and 72 corrugated product plants in the United States. Mr. Thomas Walton, Senior Vice President for Sales and Marketing, along with 14 Vice-Presidents and Directors from PCA, along with five senior executives from their customer companies of PepsiCo, ConAgra, and New Creature travelled from across the country for this unique team-building and leader development experience. Following the Gettysburg Staff Ride, led by Dr. Jussel, the PCA participants and their guests enjoyed a discussion on the U.S. strategic shift toward Asia-Pacific facilitated by Dr. David Lai from The Army War College's Strategic Studies Institute.

In addition to taking with them some timeless lessons concerning leadership at the strategic level, participants routinely depart the SLSR experience with a deeper appreciation for the Army as well as the selfless service of the American Soldier. The professionalism from the supporting members from across The U.S. Army War College continues to make this a very successful Army outreach endeavor and continually showcase the enormous amount of talent and

aptitude resident in the college's staff, faculty and students. Those interested in learning more about this outreach program should contact the following:

- Government: COL Barry Di Ruzza barry.s.diruzza.mil@mail.mil, phone 717-245-4744
- Corporate: Mr. Dan Monken, U.S. Army War College Foundation, dan.monken@usawc.org or 717-243-1756.

CSLD

Initiation of "Quick-Turn" Wargame Concept

Colonel Jim Markley

Director, Department of Landpower

Concepts, Doctrine and Wargaming, CSLD

Among the new organizations within CSLD is the Department of Landpower Concepts, Doctrine, and Wargaming (DLCDW). As a new organization, DLCDW's primary mission is to support Army Senior Leadership with a "quick-turn" wargaming capability that will identify Army concerns and equities in the context of strategic-level national security issues facing the Army and military. Given the need for a quick-turn capability, the objective is to examine a different issue, which has the potential to impact the Army, approximately every six weeks, for a series of eight per year.

Included in the transformation to CSLD was the decision to cancel the Strategic Decision Making Exercise (SDME) of years past. DLCDW will leverage the talents of The U.S. Army War College staff and faculty previously involved in the SDME to preserve longer-term modeling, simulation, and analysis, and wargaming capacity for the Army. By combining the unique skills of modeling and simulation experts, with scenario developers, operations research analysts, and doctrine and force structure experts, CSLD has created within DLCDW a

powerful capability to design, develop, conduct, and analyze wargames on a variety of strategic issues.

Based on the needs of the Army, CSLD will capitalize on the in-depth expertise of our talented staff and faculty from across The Army War College and the experiences of our students, to include our International Fellows, who bring a unique perspective to the many strategic-level national security issues facing the Army. Dependent on the issue under examination, CSLD will include subject matter experts, as appropriate, from academia, think tanks, the media, the Departments of Defense and State, other government agencies, as well as non-governmental agencies and industry to aid in conducting a quality wargame. The Army War College conducted the initial wargame in its annual series in mid-September to examine the implications for the Army of ongoing events in Syria. Participants, including regional experts from across The Army War College faculty and International Fellows from the region examined three hypothetical outcomes of the Syrian conflict. (The results of the September wargame can be found on The Army War College website at: <http://www.csl.army.mil/AllPublications.aspx>)

In early November The Army War College will examine the growing presence of Al Qaida in the Islamic Maghreb in the ungoverned space in northern Mali. Additional wargames in the series are being planned for throughout the year.

Following each wargame, a team of analysts will rapidly synthesize and analyze data from the event and summarize the implications for the Army in a brief report. The report will be a short, readable document highlighting the Army's concerns and equities for the particular national security issue. The report will include recommendations to Army Senior Leadership, presented in a strategic

context, which the Army can use for further evaluation and analysis. The Army War College's new wargaming capability, resident in CSLD, will allow the Army War College to assist the Army with anticipating potential Army equities in strategic issues that will have a near term effect on the employment of landpower.

CSLD

Combatting Terrorism Seminar: Romanian Defense University

Dr. Kent H. Butts

Department of Senior Leader

Education and Training, CSLD

Terrorism is a threat to many countries, and the United States works with strategic allies around the world to address today's evolving terrorist threat. Unlawfully using force or violence to intimidate or coerce populations or governments to achieve political or social objectives is an increasing challenge, as technology becomes more widely available at lower cost, and a struggling global economy makes it more difficult for moderate regimes to meet the demands on their political systems while maintaining legitimacy in the eyes of their people. Working closely with regional allies to build capacity and operational compatibility in combating terrorism is a goal of the United States and a mission of the Joint Special Operations University.

Dr. Kent Butts, CSLD, provided support to the Joint Mobile Education Team (JMET) at the Special Operations Combating Terrorism Bilateral Seminar. Held from 30 July to 10 August at the Romanian National Defense University in Bucharest Romania, the seminar was a partnership event jointly conducted by the United States Embassy in Bucharest and Special Operation Command-Europe (SOCEUR). The theme of the seminar was *Combating*

Terrorist Threats Faced by Romania. The seminar was hosted by the Romanian Ministry of Defense (MOD). Dr. Butts lectured on diminishing the underlying conditions that terrorists seek to exploit, and environmental security and terrorism.

MOD participants included 21 Romanian noncommissioned officers and officers ranging from Corporal to Colonel. As a member of NATO, Romania has sent its forces around the globe in support of NATO and UN actions. Half of the participants in the seminar had extensive combat experience in either Afghanistan or Iraq. Several of the senior officers were veterans of NATO or UN peacekeeping operations in Africa or the Middle East. Attendees were either from the Special Forces community or the operational intelligence community with combating terrorism experience. The recent terrorist attacks in Bulgaria demonstrated that this region will not be spared the attention of the current terrorist architecture and that NATO or UN missions abroad are not the only areas where the Romanians may find enhanced combating terrorism skills of value.

This seminar applied strategic Combating Terrorism (CbT) principles and strategy development methodologies to a “defeating terrorism through the use of the whole of government” approach. The seminar objectives were:

1. Integrating Intelligence, Counterterrorism Strategies, and Special Operations to Combat Terrorism;
2. The application of CbT lessons learned to ongoing and developing terrorism related problem sets
3. The enhancement and establishment of relationships within the combating terrorism community to foster the use of regional and whole of government approaches to combating terrorism.

— CSLD —

Military Strategy Review: Building Capacity in the Armed Forces of Niger

***Professor Bernard F. Griffard and
Professor Bert B. Tussing***

*Center for Strategic Leadership and
Development*

Niger and other countries of the Sahel face daunting personnel and resource challenges as they move to improve the professionalization and modernization of their military forces. Their success will be measured in achieving endstates that are suitable, feasible, and acceptable. To accomplish this in an environment of severe resource constraints they must employ strategic planning processes that allow them to develop strategies that consider:

- Missions vs Resources (forces, equipment & training)
- Traditional Defense Missions
- Civil Support Missions
- Missions vs Time
- Unanticipated Events (probability of occurrence vs consequences of failure)
- Overall Risk Categories (low, moderate, high, unacceptable)

As we know from experience, a National Military Strategy (NMS) is not a onetime product, but rather a base document that evolves as the political, economic, and threat environments change. A credible Nigerien NMS coupled with institutionalized strategic planning processes will provide the Commander, U.S. Africa Command (USAFRICOM) with engagement goals.

To assist the Nigerien Armed Forces (FAN) in developing an NMS, USAFRICOM, U.S. Army Africa (USARAF), and the United States Embassy, Niamey, Niger, provided support in the form of a two-person traveling contact team (TCT) from The U.S. Army War College. The

TCT, from The Army War College’s Center for Strategic Leadership & Development (CSLD), consisted of Professor Bernard F. Griffard and Professor Bert B. Tussing. Employing a methodology that included plenary presentations and practical exercise breakout sessions, the TCT imparted the senior-level participants with an understanding of the strategic planning process, thus providing the launch platform for the development of an NMS. The achieved outcomes included the identification of the necessary staff actions required for the development of the Niger Military Strategy, and a proposed timeline for the military strategy development process.

The Niger Military Strategy Review was a success on many levels. It was a good first step in developing a Nigerien NMS; it was well received by their senior leaders; and it impressed upon the military leadership the considerable need for senior civilian and military guidance and participation in order to help craft their military’s strategy.

— CSLD —

Mil-to-Mil Activities with the Polish Land Forces: Joint Fires Symposium

Colonel Sam White

*Director, Department of Senior Leader
Education and Training, CSLD*

The United States and Poland have developed a robust defense partnership which has provided opportunities for cooperation across a range of areas. Strongly focused on the NATO alliance, partnership activities include combined training events, professional military education opportunities and a cooperative exchange of doctrine and ideas. American and Polish Service members served side-by side in Iraq from 2003 to 2008 and continue to serve together as part of the International Security Assistance Force (ISAF) in Afghanistan. Poland is also

supporting the European Union Force Althea in Bosnia and Herzegovina as well as the NATO-led Kosovo Force (KFOR) in Kosovo.

The strong tradition of military cooperation and exchange continued from 17-21 September 2012 when a Training Contact Team (TCT) from The U.S. Army War College travelled to Poland to participate in a Joint Fires Symposium with the Polish Land Forces. The symposium was conducted in support of the U.S. European Command (USEUCOM) to allow the U.S. and Polish militaries to exchange ideas and best practices in the area of joint fire support.

The U.S. representatives, Colonel Sam White and Colonel Barry Di Ruzza from the Center for Strategic Leadership and Development (CSLD) at the U.S. Army War College travelled to the Polish Artillery Training Center in Torun for three days of talks. The Polish contingent included 22 Officers and Noncommissioned Officers (NCOs) from across the Polish Land Forces, as well as the commander of the Joint Tactical Air Control Group-Center and the Chief of Artillery Systems Acquisition.

The symposium was structured to provide a forum for discussion across a range of joint fires issues. The initial sessions included discussion

on U.S. Joint Fires doctrine, training and processes and identified areas of commonality and cooperation – particularly in regards to Joint Air-Ground cooperation. Common training and operational challenges were also discussed along with techniques for improvement. The training and sustainment programs of joint fire supporters were areas of interest to all participants and generated fruitful discussion.

Following the U.S. Joint Fires overview, the commander of the Polish Joint Tactical Air Control Group-Center provided an excellent overview of Polish Joint Terminal Attack Air Control (JTAC) training and employment. Unlike U.S. JTACs (who are U.S. Air Force NCOs) the Polish JTACs are members of the Polish Land Forces. They are centrally located in Tactical Air Control Groups for training and equipping but are attached to operational land force units for deployment. A very good discussion followed as the merits and shortcomings of each system were explored and best practices were shared.

The U.S. Army's Joint Fires Observer (JFO) program was an area of interest to the Polish delegation as the Polish Land Forces are developing a similar initiative. Colonel White presented an overview of the U.S. JFO program and facilitated a discussion which mapped

the U.S. and Polish JFO programs and identified areas of possible cooperation and information sharing. While both nations share common challenges regarding building and sustaining JFO skills, Polish challenges are somewhat more acute due to a lack of centralized program oversight and training responsibility. The symposium participants shared ideas on possible solutions to challenges both nations experience.

The Joint Fires Symposium was a successful engagement which further strengthened the relationship between the U.S. and Polish militaries. While the symposium provided the framework for discussion of all of joint fires, both the U.S. and Polish delegations preferred to focus on Air-Ground Cooperation as an area of common interest. A number of timely and very relevant issues were identified. The discussions that followed were very valuable in the continued military exchange between two strong NATO partners. As with all dialogue between friends, both sides came away with new ideas and insights. A logical next step would be that the exchange continues with a visit from the U.S. Army Fires Center of Excellence to discuss Tactics Techniques and Procedures (TTPs) for implementation of the Joint Fires Observer program as well as integration of JTACs and JFOs.

COLLINS CENTER UPDATE-FALL 2012

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